

**NH OEP
COMMUNICATIONS PLAN, SECTIONS III & IV
REVISED 7/5/2011**

III. MESSAGING STRATEGIES BY AUDIENCE SEGMENT

We take a broad view of delivering “messages” about energy efficiency, to include not only the results of our marketing efforts, but also the messages people get from friends and family, local organizations, and others. We believe an effective communications plan will require a multi-faceted approach, integrating a variety of messages and persuasion strategies to appeal to the wide range of audiences that we identify below.

A. Consumer/Residential “Built Environment”

1. Defining the Audiences

Messages can vary widely in their appeal to different segments based on where they fall on the following dimensions:

- home ownership vs. renting, as well as tenure in residence (past and projected future)
- financial resources (disposable income and assets)
- interest in environmental issues
- interest in/comfort with technology (e.g., early adopters vs. technophobes)
- local pride/sense of connection
- psychographics (e.g., social-norm messages may work best among so-called “belongers,” while “leaders” might be turned off by the argument that “everyone else is doing it”)
- gender (e.g., men may view some energy-saving messages as “girly,” per Ogilvy study; but men also get more excited about the technology of renewables, per solar-store owners’ anecdotal evidence).
- age (e.g., comfort and health may be more important messages to older residents; younger homeowners may be willing to look at a longer payback period than empty-nesters who are planning to downsize their living situation).
- DIY interest and capabilities

2. Messaging Strategies

a. Motivating Factors

- Saving money, the most important message to the greatest number of consumers, can be framed in ways that make it more or less motivating. Opportunity-cost is one proven approach, i.e., talk about money lost by *not* adopting simple savings strategies. Ideally, a savings message should be coupled with reassurance that the quality of the outcome or end result will not be compromised.
- Other broadly motivating messages, depending on the segment targeted, may include:
 - “normative behavior” (e.g., “no one wastes money on old-fashioned light bulbs anymore”)
 - social good (“if we all use less oil/gas, it will last longer and cost less”)
 - patriotism or energy-independence (“let’s stop sending money to OPEC/keep money in NH”)
 - comfort (for weatherization measures)
 - health (fewer emissions mean better air quality)
 - resale value (for home improvement products, although high RE taxes complicate issue)
- Environmental messages are motivating to most consumers, if framed properly (e.g., “you can help leave a healthier world for our children”) and coupled with reassurance about cost.
- Among a small segment strongly committed to environmental action, overt messages about avoiding climate change and other environmental issues (e.g., mercury, particulates, “fracking,” mountaintop removal, peak oil) are very powerful.
- Finally, we see signs that there is emerging interest in “cool” energy-saving technologies, especially renewables, among certain early-adopters.

b. Crafting Messages

- Communicate from the mind set of the audience instead of your own, that is, try to identify with their belief system and tastes.

- The choice of words for program names and communication materials is very important. Choose carefully for clarity, concision and connotations. Particular violations rampant in the field include:
 - use of overly technical terms, such as “retrofit,” “carbon offset,” “renewables” and, yes, even “efficiency” and “sustainability” (which most people cannot clearly define)
 - use of words with unintended negative connotations, e.g., “audits” (associated with the IRS)
 - creation of compound terms, the meaning of which is obscure to all but insiders, e.g., “Home Performance with Energy Star” or “Property-Assessed Clean Energy”
 - names that are too long and hard to remember, e.g., *Resource Conservation and Development Area Councils* or *New Hampshire Sustainable Energy Association*

c. Message Delivery

- Use multiple communications approaches based on the available resources in a given area at a given time, including the following (in increasing order of reach):
 - personal one-to-one or group contact (local, grass roots efforts), such as a table or booth staffed by volunteers at regularly scheduled events (farmers’ markets, e.g., provide an excellent, targeted venue)
 - piggy-backing on existing communications, e.g., a message in a quarterly association newsletter
 - targeted mailings, email, bill stuffers, etc.
 - mass-media campaigns (traditional and online paid advertising, PSAs, public relations, social media)
- When possible, coordinate messaging among different groups to avoid information overload and confusion. To the extent possible, all energy-savings messages in NH should point consumers to one main source for further information (ideally a website with a memorable URL).

- Repetition of focused messages is essential to retention (e.g., in any given communication, provide a few simple ideas for savings rather than a laundry list of every possible energy-efficiency measure.
- Communication approaches need to engage as well as inform in order to get the attention of busy consumers. Exaggerated claims are counter-productive, unless used in a humorous fashion. In fact, humor can often disarm skeptical audiences, and can engage them in subjects that would otherwise be too dry.
- Promotional incentives can help speed response and establish new habits.

It is important to evaluate the response to various outreach vehicles, and allocate resources to those that prove successful, while seeking to improve those that under-perform. As discussed earlier, there is little useful evaluative information readily accessible to the public.

d. Spokespeople/Influencers

In addition to direct messages to homeowners and other consumers, it is also important to communicate via trusted messengers, such as the following:

- Community leaders can play a large role in establishing energy-saving behaviors locally, including business leaders, civic leaders, and “thought leaders,” such as academics and news people. Those with strong political ties should be used with caution since their appeal can be polarizing.
- Civic, religious and other groups can be a powerful forum for building awareness of energy issues and stimulating action.
- For home-improvement measures, local retailers and contractors are indispensable allies to any program. Many positive decisions are made at the point-of-sale if good information is available; conversely, some potential energy-saving behaviors are forgone because of a lack of appropriate products or clear information. In addition, retailer workshops can help spread messages about renewables, insulating, etc.
- Just as children helped “sell” recycling to their distracted parents, so can they provide a nudge to save energy, especially with behavioral and other non-

financial messages (e.g., turning down thermostats, hanging laundry to dry, etc.). Following are possible venues:

- add an energy-savings component to the utilities’ existing safety and energy courses in schools;
- extend the utilities’ “Cut the Carbon” kits (now available through public libraries) into school libraries;
- build on existing course, such as Watt Watchers, and introduce new courses/learning modules into schools, camps, YMCAs, Boys & Girls Clubs, etc. (possible models: the Vermont Energy Education Program, *Green Schools*, or Maine’s *PowerSleuth* energy-efficiency curriculum for middle schools); and
- work with NH Boy Scout and Girl Scout troops on relating local energy-efficiency issues to Energy and Environmental Science merit badges.

Reaching out to kids today also helps create a foundation for more energy-conscious adults tomorrow.

- Realtors, architects, appraisers, engineers and contractors are important vehicles for communication about home energy savings to people buying or building a new home, and those who have recently moved. This is when weatherization and installation of renewable-energy systems are most likely to be undertaken.

B. Commercial/Industrial Buildings/Facilities

1. Defining the Audiences

Because of the varied types of energy use and other factors, effective communications need to be crafted separately for different types of businesses, based on the following characteristics:

a. Size

Large companies are most effectively targeted directly. Many have personnel specializing in engineering and energy-related issues, who may represent the primary direct target; C-level executives can also be important (e.g., financial

managers for cost-savings appeals, and CEOs for messages about corporate responsibility and public service).

Small companies, which are the majority of businesses in NH, are numerous enough to justify targeted media, PR and other marketing campaigns. In most cases, the partners/owners are the best direct target. In addition, the many business organizations, from NH BSR to trade associations, represent an effective conduit for messages.

b. Industry Segment

Different industries have different energy usage profiles. E.g., food stores use a disproportionate amount of energy in refrigeration, while an office building consumes energy primarily for lighting, HVAC and office equipment.

Industrial companies can have very specialized energy uses, some of which demand detailed, technical messages, as detailed below. Farms have their own specialized energy needs, too.

c. Building Ownership

Among companies that rent space, building owners, realtors and (for new construction or renovations) architects and engineers are important target audiences.

2. Messaging Strategies

a. Crafting Messages

- Emphasize cost savings and the ultimate benefits:
 - maintain profits
 - reduce debt
 - keep employees on payroll
 - stay competitive (e.g., “chances are, your competition is doing all they can to cut their energy costs”)
- Case studies involving actual businesses, ideally in the same industry, can help “break the ice” for companies unfamiliar with energy-saving behaviors. Whenever possible, include quantitative data on costs and savings, especially payback timeframe, which is critical to many businesses today. Long-term investments can be promoted selectively.

- Messages about carbon-footprint-reduction and other environmental issues should be used selectively, i.e., for targeted mailings and other communications to businesses identified as having a commitment to prevent climate change as part of their mission. For most companies, environmental messages are clearly secondary to cost-reduction; however, other companies (especially consumer-oriented retailers and others) make carbon reduction central to their mission and marketing strategy.

b. Message Delivery

3. Networking is the primary way businesses will get messages about energy-efficiency measures and programs. Representatives of energy-efficiency partner organizations should get involved with business organizations, such as local Chambers of Commerce, Rotary Clubs, trade associations, by attending events, meetings, conferences, etc.; offering to speak; and distributing materials. Partners might also consider serving on boards and committees.
 4. Personal visits to businesses are much more effective than any other means of communication. It is also important to identify a “champion” within the organization, ideally someone who is passionate and knowledgeable about energy and environmental issues.
- The nheconomy.com website (the NH Business Resource Center) directs to several good sources of funding and assistance, from [nhsaves](http://nhsaves.com) to the Community Development Finance Authority (CDFA) and Department of Resources and Economic Development (DRED). However, businesses, like consumers, face a daunting alphabet soup of places to turn for help.
 - Greater outreach to smaller businesses is needed to boost their participation in programs. Many small companies don’t have the specialized expertise or time to avail themselves of the resources. Communicating via the many business groups in the state (e.g., Rotary, Chambers of Commerce, trade associations and others) is a cost-effective delivery mechanism.
 - If funding becomes available, a media campaign can not only provide specific information about incentives and assistance, but also help broadly spread the word about the benefits of saving energy. For example, we have seen strong

results from Efficiency Maine Business Program media campaigns (using ads and editorial/programming in business-oriented magazines, radio and TV outlets, as well as PR events).

- Special, technical messages need to be directed at businesses with specialized energy uses, such as:
 - Hot water: thermal solar panels and recapture of process-generated heat
 - Refrigeration: more efficient compressors, as well as using outside air in winter
 - HVAC, pumps, air compressors and other systems with a varying workload: variable-frequency drives.
- Incentives and rebates help companies achieve payback within an acceptable timeframe, and, if available for only a limited time, can spur immediate action. The current utility CORE programs are effective, but cost-effectiveness might be improved by testing incentives yielding longer paybacks to gauge the impact on participation.

C. Personal Transportation

While we recognize that personal transportation is not the major focus of the remit, it accounts for about a third of energy consumption in NH, and there is no coordinated, statewide effort to address it.

1. Defining the Audiences

- a. Private cars and trucks are by far the dominant mode of personal transportation, so the primary target is adults who drive their own cars.
- b. Employers can also influence employees to *drive less* by encouraging car-pooling, working from home, and tele- or video-conferencing instead of meeting in person. They can encourage more *efficient* driving by disseminating tips (e.g., avoid sudden stops and acceleration, observe speed limits), alerting staff when to leave for meetings in plenty of time, and providing incentives to investigate more

energy-efficient vehicles (e.g., by offering free subscriptions to ACEEE's greencars.org vehicle ratings).

c. Finally, we might include lawn mower owners or operators in this section because they do not seem to be targeted anywhere else, and mowers create a disproportionate amount of carbon emissions (some estimate 5% or more). Old mowers can emit 11 times as much as an automobile per hour.

2. Messaging Strategies

a. Savings messages break down into three main areas:

- driving behaviors (drive fewer miles by car-pooling, combining trips, etc.; and drive more efficiently, e.g., by slowing down)
- driving technology (switch to a more efficient vehicle)
- seeking alternatives (mass transit, walking, bicycling)

b. Messaging should take into account the fact that driving is a stressful fact of daily life; consumers don't appreciate the added pressure that a guilt-oriented strategy might impose. Instead, communicate the fact that any reduction in driving, no matter how small, is a sort of victory.

c. While most drivers are probably aware of alternatives to solo driving at some level, they are not in the forefront of their consciousness. Repetition of messages about alternatives is important.

d. Rising gas prices have made us all more aware of the cost of driving. But most consumers still fail to take into account all the costs. Matter-of-fact presentations of the true costs per mile of driving (including maintenance, depreciation, insurance, etc.), with examples by vehicle type and typical commuting patterns, can help change the framework people use to make driving decisions.

e. Present positive messages about possible energy-saving tactics, e.g., car-pooling and mass transit can offer social interaction, a chance to relax while another person drives, etc.

f. Specific messages about "cool" new technologies and carbon reduction can be effective among early adopters and strongly environmentalist consumers, respectively.

3. Key Action Messages

a. For all drivers: You can save money on driving even with your busy lifestyle, by combining trips, car-pooling to events, taking advantage of school buses, keeping to the speed limit, and avoiding sudden stops or acceleration.

b. For commuters: NH Rideshare (www.nh.gov/dot/programs/rideshare*) offers various options for car-pooling and local mass transit, directly or via links other organizations.

c. For owners in the market for a new vehicle: You'll find more energy-efficient vehicles than ever, from hybrids to all-electrics to natural gas-fueled to high-MPG gasoline models. Generous tax credits, other incentives, and strong resale values can make them a good investment, and the new technologies are cool as well as practical.

d. For owners/operators of old lawn mowers: Trade in your old mower for a new model, and you'll reduce your emissions dramatically—for the planet and your own backyard.

*Note: the URL, nhrideshare.com, appears to be available. It should be considered as a more user-friendly path to this website.

IV. NH OEP COMMUNICATIONS PLAN

I. Overview

A. Objectives

We have developed this plan to meet the over-arching objectives NH OEP has set:

1. **To increase** the adoption of energy-efficiency, energy-conservation and renewable-energy measures;
2. **To encourage** participation and buy-in from partner organizations for specific outreach, communication, and educational activities; and
5. **To focus on the following in order of priority:**
 - a. reducing the use of electricity and heating fuels in the built environment
 - b. increasing the acceptance and use of renewable energy; and
 - c. reducing the use of transportation fuels.

B. Strategies

1. Work within the existing informal alliance of NH OEP partner organizations.
2. Focus on assisting partners with message development.
3. Divide work into three manageable phases as the state moves toward a more cohesive organizational structure for energy saving efforts within the state:

Phase I Conduct research among NH residents and businesses.

Phase II Develop materials and a training program for partners.

Phase III Develop and implement a full-scale marketing communications plan.

PHASE I Research

Nationally, individual organizations have conducted research pertinent to their particular focus, e.g., public perceptions of climate change, the effects of pricing on adoption of renewables, barriers to efficiency behaviors, etc. However, comprehensive, recent studies of consumer and business attitudes and practices around saving energy are lacking specifically in New Hampshire. Therefore, it is judged important to now undertake thorough research that is current, comprehensive and focused on developing effective communications strategies, specific to the citizens and businesses in this state.

A. Objectives

To gain an up-to-date understanding of perceptions and attitudes about saving energy (via efficiency, renewables and conservation) among consumers, businesses and other stakeholders in New Hampshire.

B. Target Audiences

1. Consumers/Residential
2. Businesses/Institutions (municipal, nonprofits, educational)

C. Strategies

NH OEP will conduct proprietary quantitative research to gain statistically valid information among both target audiences, and qualitative research to gain insights into language and to probe social/psychological factors among consumers.

D. Tactics

1. Consumers/Homeowners

a. Statewide telephone survey (Quantitative)

NH OEP will conduct a 10-minute phone survey among a carefully designed sample of 800 New Hampshire residents (emphasizing homeowners) to determine:

- their awareness, adoption, and future interest in options available to save energy within their homes (energy-efficient lighting, appliances and heating systems; home weatherization, renewables);
- their awareness and attitudes towards various organizations/resources that encourage, fund or otherwise facilitate energy savings;
- barriers to adoption of those options they do not embrace;
- what potential campaign messages will resonate with them and motivate them to take action;
- similar (but briefer) probing on transportation.

TIMING: SEPTEMBER 2011

b. Focus groups (Qualitative)

Based on information from the telephone survey and prior to partner training sessions, NH OEP will conduct qualitative research, as follows:

- Six, two-hour focus groups, two each in three geographically dispersed areas (e.g., Nashua, Plymouth and Berlin)
- Groups will include energy decision maker(s) for their household (mostly homeowners, with a sample of renters who are responsible for their utility payments).
- Sample messages and campaign materials will be presented for qualitative assessment.

Feedback from this research will refine the messaging and the methods to present in partner training sessions and in materials to assure that outreach projects and messaging being recommended will produce the intended results.

TIMING: OCTOBER 2011

2. Businesses/Institutions: Telephone Survey (Quantitative)

A survey will be conducted among representatives of 200 businesses and institutions, including a mix of industrial, construction, agricultural, hospitality,

tourism, retail and service companies, municipalities, etc., with a mix of sizes and profit/nonprofits. Quotas will be employed to ensure adequate representation of companies by size. Participants will be selected based on their decision-making responsibility for energy and lighting choices for the company.

TIMING: SEPTEMBER 2011

PHASE II Partner Marketing

A. Objective

To help partner organizations communicate more effectively and cohesively to NH businesses and consumers in ways that will stimulate energy-saving behaviors. A specific, measurable goal, e.g., 50% of partners participating in the marketing program, will be set based on Informational Interviews (see below.)

B. Audiences

All NH OEP partners and stakeholders involved in energy efficiency, with emphasis on the nonprofits and state entities.

C. Strategy

NH OEP will use a multi-pronged approach to encourage partner participation, including printed materials, group workshops/seminars, personalized consulting and ongoing webinars, to work with partners to develop messaging strategies that will be informed by the research described above.

D. Tactics

1. Partner Information Interviews

Before developing materials for the partners, NH OEP will conduct a series of input sessions with partner organizations to solicit their input on the materials that would be useful and standards to be met for inclusion in the program.

This will ensure that a partner program and future materials meet their needs and are packaged in a way they find useful. (An efficient way to accomplish this would be two or three two-hour sessions held in conjunction with the presentation of research results.)

TIMING: OCTOBER 2011

2. Partner Communications Materials

Based on the PHASE I research and input from the Partner Information Interviews, NH OEP will develop a campaign identity and theme, materials, plans and trainings to enhance the marketing efforts of partner organizations to a range of end-user target audiences.

The core of the program will be an online “tool kit” to include:

- a variety of activities they can undertake in their local communities, such as events, contests or challenges;

- messages to be used with various audiences and on various energy efficiency topics (based on the research);
- a “how-to” section to support successful outreach and education programs, locally, regionally and statewide; and
- co-op ads and program identity (e.g., logos for various applications, and possibly a “seal of endorsement”)

TIMING: NOVEMBER /DECEMBER 2011

4. One-day Kick-Off Training Seminar

To ensure healthy participation and consistent use of proven messages to motivate change in energy-saving behaviors, NH OEP will conduct a one-day training program in two different locations for partner organizations.

During this training seminar, partner organizations will participate in team-building and role-playing activities; be guided through all the materials available to them in the online tool kit; and participate in small group discussions on how to use the materials.

Partner organizations will also have an opportunity to create their own marketing plan, using fill-in worksheets. By setting aside time during this seven-hour training day, the goal is to have every organization leave with a workable plan (in writing) to help guide their outreach activities for the coming year. The plan they leave with will also include estimated costs and a timeline for implementation.

TIMING: JANUARY 2012

5. Marketing Planning Mini-Grants

For those partner organizations that could use additional, one-on-one help with program/campaign development, NH OEP will set aside funding for additional consulting time, one-on-one, with any of the partner organizations that request it. These funds would only be disbursed if used.

The funds would not be given to the partner organization, but would be paid to the marketing contractor selected through NH OEP’s RFP process, as used, in blocks of \$2,000 (the equivalent of one full day for two consultants, including all direct costs).

For example, a partner organization could use these services for the following:

- Development of a customized marketing plan with clear objectives, strategies, timelines and budgets;
- Development of logos, collateral materials (poster, brochure, e-news template, print ads, etc.);
- Development of web enhancements—review of and recommendations for improved navigation, content, SEO, inclusion of videos, blogs, use of

social media, etc.;

- PR outreach plan—writing pitch letters, press releases, features stories, etc.

The funds would be used to purchase consulting time from the selected marketing contractor in any way that benefits the overall outreach effort of the organization.

TIMING: FEBRUARY/MARCH 2012

6. Quarterly Webinars

Webinars will provide opportunities for partner organizations to stay connected, without the time and travel burdens of day-long sessions.

NH OEP should create four two-hour webinars with the following goals:

- to enable organizations to learn from one another by sharing program activities, successes and challenges;
- to foster greater coordination of efforts;
- to provide a range of answers, from various sources, to any questions; and
- to promote energy savings in a consistent way statewide.

Partners will leave each session with good ideas to try in the future, as well as a greater sense that they are all working together for the common good of spreading messages about energy efficiency across the state.

TIMING: APRIL 2012 AND ONGOING

PHASE III Statewide Outreach and Education Plan

In conjunction with the marketing agency selected and key stakeholders, NH OEP will develop, identify funding for, and execute a statewide outreach and education plan.

A. Objectives

The key objectives of the plan will be finalized based on what is learned from the research proposed as Phase I and the Partner Marketing in Phase II. They will fall into two categories:

1. Specific targets for reduction in energy consumption (kWs, BTUs), spending, and emissions (in the absolute and per capita/as a percentage of GSP)
2. Awareness levels for campaign theme, website, key energy issues, and recommended actions, as measured by a post-campaign research wave

B. Target Audiences

- Primary:
 - Businesses, with emphasis on small businesses
 - Residential/consumer audiences, with emphasis on homeowners
- Secondary:
 - schools, camps and other venues for educational outreach
 - architects, engineers, building contractors, real estate agents, solar installers, etc.

C. Strategies

- Develop a disciplined list of key messages/leverage points to stimulate behaviors among the various target audiences
- Identify a list of key spokespersons for the campaign's public relations efforts, including business leaders, thought leaders, educators, activists, scientists, etc.
- Continue efforts described above to foster stakeholder collaboration and outreach, and additional efforts, such as co-operative advertising, etc.
- Foster awareness of and interest in energy-saving behaviors via broad-based media advertising placement, public relations, etc.
- Design research and other means to track the effectiveness of all plans

D. Tactics

Following are the key tactics to be employed, depending on the results of research among residents and businesses and the partner outreach efforts:

1. Statewide Energy Information Web Portal

Research has shown that consumers and businesses want fast, easy access to energy-saving information, funding and other options. So it is essential to create a single-source clearinghouse, a one-stop-shop for information and connections to partner organizations. A web portal is judged the optimal vehicle.

This portal will also include an intranet for partner organizations to share best practices and other information via subject-specific forums and e-newsletters.

2. Outreach and Education Activities at the State Level

NH OEP will identify funding for an integrated mass-media awareness campaign using TV, radio, print, online, and social media to reach out to the audiences identified above.

The broadest-reach media would be used to drive end-user traffic to the web portal, where visitors can easily connect with the appropriate partner organization.

More targeted media would be used to promote specific programs for select audiences (e.g., radio spots on news stations to inform small business owners of special incentives available to them).

3. Outreach and Education Activities at the Local/Partner Level

This multimedia campaign will also support the partner organizations in their community-based outreach efforts to energy users. For example, as a theme is established for the statewide mass media campaign, co-op ads can be developed for community activities/events, one-on-one touch-points, local advertising (print and radio), direct mail, e-news, etc., so partner organizations can easily tie-in to the overall campaign.

E. Evaluation Mechanisms

1. Energy Use

Ultimately, the plan needs to be evaluated based on success in reducing the amount of energy used in the state (relative to the prevailing usage trends, economic activity and population). Some results may occur quickly and should be tracked by the utilities, in the same way they already evaluate their CORE programs. However, this depends on enough resources being allocated to the energy-saving efforts, and funding of the analysis.

2. Research Among Consumers and Businesses

To provide preliminary indications of campaign effectiveness, a post-campaign research survey (similar to the pre-campaign survey) will measure changes in awareness, attitudes about and participation in various energy-saving programs. Some of these changes will precede the actual energy savings—and it must be kept in mind that some results of the surveys may be distorted by respondents' wishful thinking.

3. Process Measures

These will be used to gain earlier information about whether the statewide campaign is getting off the ground:

- a. Partner participation, i.e., the number of partners using the campaign materials, participating in the web portal, tying into at the state-level programs, etc.
- b. Visits to the web portal, and, of equal importance, visits *from* the web portal to partner sites.

The following measures apply to marketing and public relations efforts, depending on funding levels and allocation:

- c. For broadcast media buys: audience reach and frequency numbers and a post-buy analysis, as well as cost per thousand (CPM) reached to help determine effectiveness. In addition, TEXT CODES could be employed for contests or other "entry" opportunities.
- d. For print advertising: circulation figures to determine overall reach; QR

codes or special URLs, where appropriate, to track which ads generate the most visits to the portal website; and offers within ads could require readers to “mention XXXX to redeem the offer”.

- e. To measure public relations efforts: audience reach, via circulation and readership numbers; clip volume (by topic or campaign) and clip ratings (positive, negative or neutral) for individual stories.
- f. For online advertising and other vehicles directing readers/viewers to the portal website: Google Analytics capabilities will track campaign successes by setting up qualifying goals and tracking conversion rates.

It is important to note that NH OEP will need to secure funding to implement this plan from some combination of federal/state budgets, RGGI, the SBC, private-sector sponsorships, etc.—not just for one year, but ongoing.

TIMING: MAY 2012 AND ONGOING